Training Continuum for Office Management Specialists

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Information is also available through the OpenNet FSI web site.

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Introduction

This Training Continuum is for State Department Office Management Specialists (OMSers) to use with their supervisors, bureaus, and training officers in planning training throughout their careers. The OMS field includes a broad range of support and assistant positions. The Continuum provides a broad overview of appropriate learning opportunities that should be considered as employees plan their careers in the Department.

OMSers need expertise in the technical aspects of their jobs and are also expected to have outstanding interpersonal and communication skills. This Training Continuum includes suggested courses and training opportunities in all of these areas. It is important to view this Training Continuum as one part of the career development ladder, with assignments and on-the-job experience completing the structure.

Training should develop the proficiencies needed at each level of an employee's career and provide a foundation for progression into areas of increased responsibility. Most early courses in the Continuum are focused on the basic knowledge, skills, and abilities needed, while courses for more experienced employees cover more advanced and varied topics.

No training continuum can serve all employees in all situations. OMSers should look at this outline as a general guide to the types of training available to help them plot their career progression. Drawing on the Continuum to develop an Individual Development Plan (IDP) will help employees take an informed, active role in making decisions about the training they need to achieve their career aspirations.

The Career Development Resource Center (CDRC) is an excellent source for both career advice and information. The CDRC advises employees on a variety of career development issues, including writing an IDP.

The following sections discuss recommended training at each skill level. OMSers should consult the FSI OpenNet web site for the most current information.

Other Important Training

While this Continuum highlights training important for Office Management Specialists throughout their careers and specifically lists courses offered in each level of skill development, OMSers should also be aware of other training that is critical to perform successfully.

Throughout their careers, OMSers should take advantage of opportunities to develop the knowledge and skills to be able to work in an environment that relies heavily on technology and contemporary approaches to managing resources—human and others.

Entry-level OMSers should develop professional goals for their State Department careers. They should also visit the Career Development Resource Center to familiarize themselves with its services and to learn about available career and training opportunities and options within the Department of State.

Language

OMSers assigned overseas are often the initial contact local people have with the Embassy. In order to function effectively in this role, they need to have a working knowledge of the official local language. OMSers should work closely with their CDOs and CDA Assignment Officers to aggressively seek out and complete language training, as appropriate.

Area Studies

Area studies should be considered essential training for OMSers prior to every assignment to a country, region, or geographic bureau where they have not previously served. CDOs can help schedule area studies training.

Information Technology

Work in today's world cannot be performed effectively without facility in using computers and other forms of technology. Many of the courses listed in this Continuum include training in the use of technology to perform different types of work. All OMSers should be computer literate and have the ability to use the standard software packages in use throughout the Department and at posts overseas. OMSers should contact the Information Management Training Division of FSI's School of Applied Information Technology (SAIT) or consult the FSI Catalogue or the FSI OpenNet website for training opportunities in this area. Many of the technology courses are available through self-paced learning via the Intranet and CD-ROM.

Distance Learning

The Foreign Service Institute offers an increasing number of courses through the FSI Web on the OpenNet. Distance Learning gives all employees an opportunity to maintain their competencies and add new skill areas. Course categories include Administrative Support, Communication, Customer Service, Leadership, Language, Personal Development, Project Management, Team Building and PC and Business Application Software. OMSers are encouraged to take advantage of this program.

Training for Entry-Level Office Management Specialists

On entry into the Foreign Service, all specialists take PN106 - Foreign Service Specialist Orientation and MQ911 - SOS: Security Overseas Seminar.

In the three-week PK102 course, Foreign Service Office Management Specialist Training for Entering Personnel, entry-level OMSers learn the basic technical skills and knowledge needed to succeed in their first overseas assignment. An entry-level OMS might be assigned to the political, economic or security section of an embassy. Technical and communications courses will enhance the new OMSer's ability to perform effectively in these sections.

MQ911	Security Overseas Seminar
PN106	Foreign Service Specialist Orientation
PK102	Foreign Service Office Management Specialist Training For Entering Personnel

Technical and Computer Courses

PK207	Files Management
PS398	Introduction to MS Outlook
PS284	Cable Express for End Users
PS232	Introduction to Word 97 For Windows
	or
PS332	Introduction to Word 2000
PS233	Intermediate Word 97 for Windows
	or
PS333	Intermediate MS Word 2000
PS218	Introduction to the Internet

Communication Courses

PA143	Customer Service Training
PK143	Proofreading

Other Suggested Courses

PK159	Drafting Correspondence
PK225	Better Office English Written
PK226	Better Office English Oral
PS318	Internet for Power Users

Training for Mid-Level Office Management Specialists

Mid-level OMSers may have been assigned to positions such as OMS to the Political Counselor or Economic Counselor in a large embassy, OMS in the Administrative Section, or OMS to a Deputy Chief of Mission or Ambassador in a small post. Domestically, s/he may be assigned as OMS to a Deputy Assistant Secretary; as a Line Assistant; or as a Personnel Technician.

From a career development standpoint, mid-level OMSers are knowledgeable about Department procedures and are entering a time of accomplishment and transition. They should be concentrating on training opportunities that will build on their experience on the job and that will broaden their skills in order to serve in more senior positions. They should pursue professional development opportunities through appropriate training and by taking on assignments with increased responsibilities. They should be upgrading their technical and communications skills and should augment their skills by enrolling in interpersonal and management courses.

Career planning is especially important at this level, and OMSers should collaborate with supervisors on writing effective Individual Development Plans (IDPs).

The following courses are recommended for mid-level office management specialists.

Technical and Computer Courses

PS240	Introduction to MS PowerPoint 97
	or
PS340	Introduction to MS PowerPoint 2000
PS270	Introduction to MS Excel 97
	or
PS370	Introduction to MS Excel 2000
PS271	Intermediate MS Excel 97
	or
PS371	Intermediate MS Excel 2000

Communication Courses

PK241	Writing Effective Letters and Memos
PK240	Effective Speaking and Listening
PK209	Career Builders: Communications Skills

Interpersonal and Management Courses

PK111	Pathways to Success
PK302	Professional Development Seminar
PK330	New Ways to Problem Solve
PT206	Managing Change
PT251	Productively Managing Stress
PK305	Managing Up

Other Suggested Courses

PS250	Introduction to MS Access 97
	or
PS350	Introduction to MS Access 2000
PS251	Intermediate MS Access 97
	or
PS351	Intermediate MS Access 2000
PK333	Office Technology in the 21st Century

Training for Senior Office Management Specialists

Senior-level OMSers should focus increasingly on courses that develop their leadership, management, and interpersonal skills. OMS domestic positions at the senior level include positions such as OMS to an Under Secretary or Assistant Secretary; Staff Assistant; and Career Development Officer. Overseas they may serve as OMS to an Ambassador or DCM at a large post. Senior OMSers may also be eligible for excursion tours in the consular or administrative cones.

As in all career stages, it is essential to continue assessing individual plans and goals and to use on-the-job assignments to build skills that increase professional opportunities. Networking and mentoring skills are important to success, both for current positions and for promotion potential. OMSers should review their IDPs and include any recommended courses not yet taken.

The following courses are recommended.

Interpersonal and Management Courses

PC119	Task Forces and Consular Policy
PK245	Basic Leadership Skills
PT107	EEO/Diversity Awareness for Managers & Supervisors
PT129	Teambuilding

Other Suggested Courses

PT211	Coaching
PT212	Creative Problem Solving
PT216	7 Habits of Highly Effective People

Office Management Specialists

	Recommended Courses	Other Suggested Courses
Entry Level **FP 07**	**Technical and Computer Courses** MQ911 SOS: Security Overseas Seminar PN106 Orientation – Foreign Service Specialist PK102 F.S. Office Management Specialist Training for Entering Personnel PK207 Files Management PS218 Introduction to the Internet PS332 Word For Windows 2000, Introduction PS333 Word for Windows 2000, Intermediate PS284 Cable Express PS398 MS Outlook **Communication Courses** PA143 - Customer Service Training PK143 - Proofreading	PK159 Drafting Correspondence PK225 Better Office English Written PK226 Better Office English Oral PS318 Internet for Power Users
Mid Level **FP 06-05** *(See also courses at earlier levels)*	**Technical and Computer Courses** PS340 Powerpoint 2000, Introduction PS341 Powerpoint 2000, Intermediate PS370 Excel 2000, Introduction PS371 Excel 2000, Intermediate **Communication Courses** PK240 Effective Speaking and Listening PK241 Writing Effective Letters and Memos PK209 Career Builders: Communication Skills **Interpersonal and Management Courses** PK111 Pathways to Success PK302 Professional Development Seminar PK305 Managing Up PK330 New Ways to Problem Solve PT206 Managing Change PT251 Productively Managing Stress	PK333 Office Technology in the 21st Century PS350 Access 2000, Introduction PS351 Access 2000, Intermediate
Senior Level **FP 04-03** *(See also courses at earlier levels)*	**Interpersonal and Management Courses** PC119 Task Forces and Consular Policy PK245 Basic Leadership Skills PT107 EEO/Diversity Awareness for Managers & Supervisors PT129 Teambuilding	PT208 Managing State Projects PT211 Coaching PT212 Creative Problem Solving PT216 7 Habits of Highly Effective People

Note: Remember to check distance learning opportunities at all levels.

Course Descriptions

(listed by course code)

This list includes recommended and most suggested courses from the training continuum. For a comprehensive list of courses, please consult the FSI catalog available from the FSI Registrar, or the FSI web site through OpenNet.

MQ911 SOS: Security Overseas Seminar

All employees and family members need to know how to adapt to a dangerous world. This course brings together security experts to give guidance on personal preparations.

Participants learn to:

- Identify safety and security issues facing employees and family members overseas.
- Prepare safety and security contingency plans.
- Learn ways to utilize safety and security personnel and other resources appropriately.

Mandatory for foreign affairs agency personnel prior to the first overseas assignment; highly recommended for spouses and other U.S.G. employees. These are adult sessions not intended for children.

PA143 Customer Service Training

Through this course, employees gain the skills necessary to successfully deal with their customers including co-workers, other Department employees, members of the general public, and employees of other agencies. This course gives employees insight into why they react to others the way they do, so they can more effectively handle all kinds of customer service situations. (See also PA 123 - Managing Customer Service.)

Participants learn to:

- Identify their customers.
- Identify and respond appropriately to customer needs.
- Define what they can and cannot do to assist their customers.
- Identify their preferred style of dealing with people.
- Formulate a positive customer service philosophy and the strategies to carry it out successfully.

PC119 Task Forces and Consular Policy

This course explains the organization and operations of a Department of State Task Force, provides detailed information on the procedures and automated systems used by task forces; introduces consular policy issues relevant to task force work; provides stress management tips; and provides a practice task force scenario.

Participants learn to:

- Identify the roles and functions of a task force.
- Work with the CA Task Force Manual.
- Identify the automated equipment,

software, and other resources in the State Department Operations Center.
- Implement U.S.G. laws and policies in task force work, including the Privacy Act and the No-Double-Standard Policy.
- Handle working under stress.

PK102 FS Office Management Specialist Training for Entering Personnel

Through a series of hands-on activities and guest speakers, participants are introduced to the culture of the Foreign Service and to the skills needed to be successful OMSers. The instructor is an experienced Foreign Service Office Management Specialist who provides realistic first-hand experience to reinforce the material presented. Office Management Specialists also spend time working on their country desk.

Participants learn to:
- Prepare Department of State correspondence, including cables, letters, memos and diplomatic notes.
- Work with new software applications.

PK111 Pathways to Success

This seminar is designed to provide networking opportunities and teach interpersonal and self-management skills.

Participants learn to:
- Identify and explain their MBTI type.
- Practice stress management techniques.
- Identify practical ways to apply course concepts back in the office.

PK143 Proofreading

Practical exercises and drills are designed to give assistance in the use of correct English and punctuation so employees can proofread more effectively.

Participants learn to:
- Recognize and locate errors quickly and accurately.
- Use proofreading symbols correctly.

PK159 Drafting Correspondence

This course helps employees draft office correspondence for their own or their supervisor’s signature.

Participants learn to:
- Begin the message, organize ideas into effective letters and memos, and structure sentences and paragraphs.
- Improve writing and editing skills.
- Write clearly, compactly, and in the active mode.

PK207 Files Management and Retirement

This course provides background information on the significance and value of government records, the existence of laws and regulations to protect and preserve records, the life-cycle of information, and Department policies on managing e-mail, FAX, and personal papers. Hands-on exercises are included.

Participants learn to:
- Identify official records.
- Prepare effective file guides.
- Use mandatory DS-693B Records Retirement software.

PK209 Career Builders: Communication Skills

Students improve their interpersonal skills by applying the principles of assertive communication and conflict resolution.

Participants learn to:
- Distinguish among passive, assertive and aggressive behaviors.
- Use "I" messages.
- Demonstrate assertive non-verbal behaviors.
- Identify preferred conflict resolution style.
- Foster positive relationships with customers.
- Use the DESC model for conflict resolution

PK225 Better Office English: Written

This course helps employees improve their written communication skills through an intensive review of basic English grammar.

Participants learn to:
- Use basic English sentence structure, parts of speech, phrases and clauses, and punctuation.
- Assess their progress and identify areas for improvement.
- Use resources such as the course textbook, dictionaries, and the U.S. Government Printing Office Style Manual.

PK226 Better Office English: Oral

This course helps employees build self-confidence as they enhance their careers through better oral communication.

Participants learn to:
- Be proficient in using standard English, enunciate clearly, and speak correctly.
- Use the kind of oral English that is appropriate and effective for the office.

PK240 Effective Speaking & Listening Skills

This course is an overview of all communication formats at work, including assertive communication, interviewing skills, participating in meetings, active listening and giving presentations. Students will give a short videotaped presentation and receive individual feedback from the instructor.

Participants learn to:
- Speak well.
- Listen effectively. (OPM Competencies Addressed: Oral Communication; FS Precepts Addressed: Active Listening and Oral Communication)

PK241 Writing Effective Letters & Memos

This course emphasizes organizing and writing letters and memos so that the message is strong and clear, and the tone is appropriate.

Participants learn to:
- Identify their audience.
- Organize their writing.
- Edit their writing for clarity, including voice, smothered verbs, sentence length, jargon, gender neutrality, and tone. (OPM Competencies Addressed: Written Communication; FS Precepts Addressed: Written Communication)

PK245 Basic Leadership Skills

Through case studies, group exercises and role-plays, first-time, first-line supervisors gain problem solving skills. This course stresses diversity concepts and the importance of good communication skills.

Participants learn to:

- Plan and organize.
- Motivate and evaluate employees.
- Develop supervisory skills that have a direct and immediate application on the job.

PK302 Professional Development Seminar for FS Office Management Specialists

This course empowers FS Office Management Specialists to be self-directed learners and enables them to operate more effectively in a variety of roles.

Participants learn to:

- Use critical thinking skills.
- Manage their careers.
- Improve their skills in office technology.
- Polish their written and oral presentation skills.
- Practice active listening and use assertive communication skills.

PK305 Managing Up: Linking Support and Supervision

This course is designed to meet the evolving challenges FS Office Management Specialists and CS Office Support Professionals encounter in developing interpersonal relationships and organizing responsibilities in a diversified, team-oriented workplace.

Participants learn to:

- Identify characteristics of a successful working relationship with the boss.
- Analyze gaps between the ideal and reality.
- Identify personal strengths, abilities and tendencies when working with authority figures.

  Increase confidence and skill in managing up by learning different approaches/ strategies in developing an effective relationship.

PK330 New Ways to Problem Solve

This course offers the creative problem-solving techniques needed in the fast-track world of ever-changing diplomacy. Participants practice innovative decision-making and problem-solving methods through team-based simulations and modules. They will be able to use these competencies in organizing visits and social events, making protocol decisions, managing office projects, handling crisis situations, and dealing with difficult interpersonal situations.

Participants learn:

- Problem solving.
- Project Management.
- Office systems.
- Team building.

PK333 Office Technology in the 21st Century

This course is designed to identify roles and responsibilities for administrative personnel of the 21st century.

Participants learn to:
- Assess technology tools that are transforming the office environment.
- Describe the office of the future and show how work processes will change.
- Identify the skills required to support the office of the future.
- Develop a plan for gaining required skills.

PN106 Orientation-Foreign Service Specialists

Through a series of lectures and interactive exercises, this course introduces new Foreign Service Specialists to the work of the Department and other foreign affairs agencies. It is mandatory for all new FS Specialists.

The overall goals of the course are to:
- Explain the mission of the Foreign Service.
- Assist specialists in understanding their role.
- Help prepare for the practical demands and rigors of Foreign Service life.
- Enhance a sense of professionalism, responsibility, service, and esprit de corps.
- Develop an understanding of the terms of employment.

PS218 Introduction to the Internet

This course is a focused one-day introduction to the Internet. A history of the Internet and the World Wide Web is explained. An explanation of the State Department's Intranet is presented, along with retrieving information through search engines and other Internet resources. Emphasis is on the Department's standard browser and Internet Explorer 5.0. The State Department's security policy is also covered. Hands-on lab time will be provided to reinforce concepts.

Participants learn to:
- Distinguish between the various Internet resources.
- Become familiar with the State Department's Intranet and its usage.
- Understand the Microsoft Internet Explorer 5.0 browser interface.
- Complete searches on the Internet.
- Understand the State Department's policy on security.

PS284 CableXpress For End Users

This one-day course is designed to introduce students to this new desktop telegram distribution system for the Department of State. Students will learn the overall functionality of CableXpress, including steps on how to view, read, forward, originate cables, how to search the cable archives, and how to display reference cables.

Participants learn to:
- Manage incoming cables.
- Prepare outgoing cables.
- Perform Archive searches.
  Create local cable databases.
- Organize the CableXpress desktop (Workspace).

PS318 Internet for Power Users

This one-day course is dedicated to taking full advantage of the Internet Explorer Browser resources and strengthening search skills on the Internet. Students will learn how to interact with IE Browser, subscribe to web sites, learn advanced printing techniques, subscribe to Active Channels, and build upon their existing search skills. An explanation of the State Department's Intranet is reviewed, along with retrieving information through search engines and other Internet resources. Hands-on lab time will be provided to reinforce concepts.

Participants learn to:
- Send a Web Page by e-mail.
- Learn advanced printing techniques.
- Subscribe to a Web Site.
- Use shortcuts to manage subscriptions and Channels.
- Find and subscribe to an Active Channel.
- Search newsgroups.
- Search by specific language.
- Search reference materials.

PS332 Introduction to MS Word 2000

This is an introductory course in this popular Windows-based word processing package. The students will produce typical office documents, as well as manage their files. Intended for those with little or no experience in the Word for Windows environment.

Participants learn to:
- Identify the basic elements of the Word screen.
- Create and save documents.
- Edit, format and print documents.
- Manage document files.

PS333 Intermediate MS Word 2000

This course is for experienced MS Word 97 or 2000 users who wish to enhance their skills and knowledge level. Students will learn powerful formatting and editing techniques. Intended for those with basic experience using MS Word 97 or 2000.

Participants learn to:
- Create Auto Text entries.
- Create and format Tables.
- Use mail merge.
- Create, use, and modify styles.
- Create, use and modify templates.

PS340 Introduction to MS Powerpoint 2000

In this course, participants learn to create professional electronic presentations. Students will learn to create slides in different views, select and modify design styles, add and delete slides, employ clip art, draw shapes and animate objects. Use of organizational charts will be explored.

Participants learn to:
- Create slides in different views.
- Select and modify design styles.
- Create charts and organizational charts.
- Add clip art and animation techniques.
- Run a slide show with transitions and builds.

PS341 Intermediate MS Powerpoint 2000

This is an intermediate-level course designed to enhance the fundamental skill level of those preparing MS PowerPoint 97 or 2000 presentations. This two-day course focuses on creating presentations using advanced clip art editing, chart editing techniques, creating speaker's notes and handouts, importing Excel charts, and using advanced animation techniques. Participants will practice advanced slide timings and prepare their own unique presentations.

Participants learn to:
- Use advanced clip art editing features.

- Import/export slides to/from Excel.
- Use advanced timings for presentations.
- Edit chart functions.
- Create and use hyperlinks and action buttons.

PS350 Introduction to MS Access 2000

This is a beginning course in Microsoft's version of database management. This course is designed for those with little or no experience in Access. This course provides a foundation for defining the elements of a database and their relational functions. Students will create databases, tables, and select queries. Basic forms and reports will also be created.

Participants learn to:

- Define and identify the elements of an Access database.
- Create and modify tables.
- Generate select queries.
- Create basic forms.
- Create basic reports.

PS351 Intermediate Access 2000

This two-day course teaches intermediate database management skills. It is intended for database users with at least three months experience in using Microsoft Access 97 or 2000.

Participants learn to:

- Modify tables.
- Create advanced and action queries.
- Design forms using combo and list boxes and option groups.
- Create advanced reports.
- Use database utilities.

PS370 Introduction to MS Excel 2000

This is a beginner's course in MS Excel 2000 electronic spreadsheet. Students learn to create, edit, format, manipulate, and print spreadsheets. Intended for those with little or no experience in MS Excel 97 or 2000.

Participants learn to:

- Create worksheets for calculating data.
- Work with simple formulas and functions.
- Format text, numbers, and cells.
- Set up the worksheet for printing.

PS371 Intermediate MS Excel 2000

This is a two-day course in MS Excel designed to strengthen the foundation of those employees who wish to advance their skills with spreadsheet management. This is intended for experienced users with at least 60 working days using MS Excel 97 or 2000. Emphasis is on advanced functions and working with MS Excel 97 or 2000 as a database.

Participants learn to:

- Work with multiple worksheets and workbooks.
- Work with Excel as a database.
- Name ranges and formulas.
- Create a simple chart.

PS398 Introduction to MS Outlook

This course covers four of the major functions and operations of the Outlook personal information management package. The course explores other features of Outlook that help users manage their files, folders and system resources.

Participants learn to:

- Send and forward e-mail.
- Plan meetings with Calendar.
- Manage Contacts.
- Organize schedules.
- Manage a task list.
- Manage files, folders, and system resources.

PT107 EEO/Diversity Awareness for Managers & Supervisors

This seminar emphasizes responsibilities in EEO/Diversity issues. The lectures and group discussions focus on the Department's EEO and affirmative action regulations and how they can be implemented in a diverse work place.

Participants learn to:

- Identify key elements in the implementation of EEO, Affirmative Action, and diversity awareness, and apply them to current work situations.
- Utilize effective diversity management skills to promote a positive work environment that draws on the talents of all employees.

PT129 Teambuilding

This workshop applies key concepts like team development, roles and responsibilities, decision-making, inclusive leadership, and effective communication to actual work teams. Helps new teams get productive fast.

Participants learn to:

- Develop skills in team development.
- Develop inclusive leadership techniques.
- Develop effective communication skills through working in teams.
- Solve problems/make decisions.

PT206 Managing Change

This workshop is designed to increase participants' appreciation of the components of change and how it impacts both personal and organizational life.

Participants learn to:

- Use theory, strategies, and actions that help one to recognize, understand, and mitigate the reactions of people to change.
- Prepare for the steps and actions necessary to implement large and small change efforts, while promoting teamwork among people affected by change.
- Develop action plans for leading change efforts in their own work environments.

PT208 Managing State Projects

This intensive five-day workshop provides a solid entry into the field of project management, including critically useful terminology, the key phases of the project management cycle, and the application of proven techniques in each phase. Course design includes lecture, discussion, and hands-on exercises.

Participants learn to:

- Describe the ten elements of project management.
- Balance the competing demands of technical, schedule, and cost performance.
- Apply project management techniques to a typical project.
- Use project management techniques to foster teamwork.

PT 211 Coaching

This one-day course is designed for both Foreign Service and Civil Service supervisors, managers and team leaders who are responsible for accomplishing results through other people. The participants will learn and practice techniques that will help them bring about performance achievements through a one-on-one coaching relationship that meets the specific needs of their staff when they need it. An effective coaching relationship is based on good will, trust and mutual respect. This course is about working with good people and helping them reach their full potential. In addition to learning the technique of coaching others, participants will review and practice other performance management skills such as active listening and giving feedback.

Participants learn:

- When to use coaching versus mentoring or directing.
- The characteristics of an effective coach.
- The steps of the coaching process.

PT212 Creative Problem Solving Workshop

Ever wonder how innovators get their ideas? This workshop presents a variety of problem-solving techniques that lead to creative solutions. Participants will apply creative problem-solving tools to both Department specific case studies and to their own workplace challenges. This workshop can be customized to meet the needs of a particular office or workgroup. Call the Leadership and Management School at (703) 302-7194 for more information.

PT216 Seven Habits of Highly Effective People

This three-day course focuses on improving the ability of employees to be both efficient and productive in today's dynamic work environments, as well as in their personal lives. It provides an opportunity for participants to examine their behavior in both arenas and to use their personal power and awareness to improve themselves and their organizations –increasing their influence and their collaborative working relationships with others.

PT251 Productively Managing Stress

High stress levels can lead to decreased coping ability, de-motivation, and eventual job burnout. In this workshop, managers will explore options and learn new techniques to help reduce stress and increase productivity.

Participants learn to:

- Identify specific stressors in the work environment.
- Assess stress levels and its impact on managerial effectiveness.
- Use techniques to reduce stress and to increase productivity.

School of Professional and Area Studies Training Continuum

Foreign Service Precepts	Interpersonal Skills						Communication and Language				Managerial Skills				Leadership Skills				Intellectual Skills			Substantive Knowledge			
FSI COURSES / **Foreign Service Precepts**	Professional Standards	Adaptability	Professional Responsiveness	Teamwork	Social Perceptiveness	Persuasion and Negotiation	Written Communication	Oral Communication	Active Listening	Foreign Language Skill	Operational Effectiveness	Management of Resources	Performance Mgt. And Evaluation	Support for EEO	Problem Solving/Decision Making	Innovation	Representational Skills	Openness to Dissent	Information Gathering and Analysis	Critical Thinking	Active Learning	Job Information	Institutional Knowledge	Professional Expertise	Knowledge of Foreign Cultures
MQ911 - SOS: Security Overseas Seminar																									
PA143 - Customer Service Training		x	x					x	x												x				
PC119 - Task Forces and Consular Policy			x	x																					
PK102 - FS Off. Mgmt. Spec. Trng for Ent. Personnel	x	x	x	x	x		x										x					x	x	x	x
PK111 - Pathways to Success				x				x	x						x										
PK143 - Proofreading							x				x													x	
PK159 - Drafting Correspondence							x																		
PK207 - Files Management							x																x		
PK225 - Better Office English Written							x																		
PK209 - Career Builders: Communications Skills					x				x						x					x	x			x	
PK226 - Better Office English Oral								x																	
PK240 - Effective Speaking and Listening								x	x																
PK241 - Writing Effective Letters and Memos							x																		
PK245 - Supervisory Studies Seminar				x	x						x	x	x	x							x		x		
PK302 - Professional Development Seminar				x	x		x	x	x						x		x			x	x	x			
PK305 - Managing Up	x	x	x		x																				
PK330 - New Ways to Problem Solve		x		x	x		x	x			x			x	x										
PK333 - Office Technology in the 21st Century																									
PN106 - Orientation - Foreign Service Specialist	x	x		x	x									x								x	x		x
PS218 - Introduction to the Internet																									
PS284 - CableXpress																									
PS318 - Internet for Power Users																									
PS332 - Word for Windows 2000 - Introduction																									
PS333 - Word for Windows 2000 - Intermediate																									
PS340 - Powerpoint 2000 - Introduction																									